



Garrison Command Equal Opportunity Action Plan (EOAP)

Promoting Diversity Through Awareness
Enhances Readiness



DEPARTMENT OF THE ARMY
GARRISON COMMAND

U.S. ARMY MANEUVER SUPPORT CENTER AND FORT LEONARD WOOD
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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Garrison Command Equal Opportunity Action Plan (EOAP)

1. To accomplish the Army's mission, we must all strive to preserve a high state of discipline and good order. This goal demands an environment that assures equal opportunity for every member of the Garrison Command regardless of **race, religion, color, national origin, and gender.**
2. The EOAP is designed as management tool to assist commanders and supervisors in assuring the professional growth and personal development of all soldiers based on merit, potential, ability, and personal accomplishments. This plan not only identifies areas of concern for commanders and supervisors, but also outlines the survey systems to ensure a healthy equal opportunity climate and harmonious living environment for all.
3. The objectives of the EOAP are to establish goals, responsibilities, and guidelines that fully support the Army's Equal Opportunity Program. All commanders, supervisors, and individual soldiers are responsible to support the EOAP and ensure its success throughout this installation. Each of us must strive to exhibit a positive and proactive attitude in order to achieve fair and equitable treatment for all personnel.
4. It is the policy of this command to provide equal opportunity, fair treatment and an environment free of discrimination and sexual harassment for all military personnel, civilian employees, and family members. Your support of these objectives will ensure that we are building a strong, durable organization that makes people our most important asset.

Encl
Equal Opportunity Action Plan


JOHN J. MEGNIA
COL, CM
Commanding

DISTRIBUTION:
All Battalions,
Companies, Directorates
Staff Sections

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CHAPTER 1

INTRODUCTION

1-1 **Purpose** The following represents the Garrison Command Equal Opportunity Action Plan (EOAP) It is designed to set forth the goals, responsibilities and policies which promote the Equal Opportunity Program (EOP) and establishes fair treatment based on merit, fitness, and capability of all Garrison Command soldiers, DOD civilians and family members.

1-2 **Scope** The EOAP is a management document and fulfills a specific requirement for installations to develop and publish a comprehensive EO Action Plan. This plan outlines the requirements of paragraph 6-14, AR 600-20 Para (a-d), Para 1-4 and TRADOC Reg. 600-11.

1-3 **Applicability** The provisions of this plan apply to:

A Military personnel of the Active Army assigned to this command, U.S. Army Reserve (USAR) and Army National Guard (ARNG) personnel on active duty for training within the Garrison Command.

B Civilian supervisors of military personnel who are assigned or attached to this command.

C Units attached to Garrison Command, addressed as tenant units.

1-4 **Explanation of Abbreviations and Terms**

A Equal Opportunity Actions. Actions designed to; (1) remove existing institutional discriminatory policies and practices or eliminate the effects of past discriminatory practices; (2) prevent personal and institutional discrimination; and (3) to provide career development and upward mobility for all qualified personnel regardless of race, color, ethnic background, religion, gender, or national origin.

B Equal Opportunity Action Plan (EOAP). A comprehensive management document designed to identify and correct existing inequities in an organization when these inequities are caused by or are related to race, color, gender, religion, ethnic background, or national origin. It contains positive planned actions to identify and correct deficiencies in the present system. It is designed to assure that each individual is guaranteed equal opportunity for personal and professional growth based on potential and capabilities.

C Goals. These are general statements of effort based on the organizational environment and support of its mission that specify long term expectations. Goals do not specify time constraints, assign responsibility for accomplishment, or require frequent change

D Objective. This is a statement of intent on the part of the commander and

represents a desired end to be attained with the accomplishment of supportive milestones.

E Background. The background represents a situation that has been identified as a condition or method of operating within the scope of a given organization that is not supportive of DOD and/or DA policy, or that the continued existence of such conditions and policies does not ensure unbiased, equal treatment and equal opportunity for all people. The background should reflect facts and, if available, statistical data.

F Milestones. Goals that are realistic and attainable with "good faith" effort and subject to revision. They should facilitate management and be flexible so as to meet changing conditions.

1-5 **Objectives** Actions directed herein are designed to:

A Infuse EO actions into the traditional management system by placing the responsibility for EO actions into the hands of commanders who in turn implement the action through their functional managers.

B Correct structural imbalances, eliminate personal and institutional discrimination and assure opportunities for upward mobility for all qualified personnel.

C Provide the opportunity and encourage the growth and effective use of the capabilities of all Garrison Command soldiers and civilians, and facilitate the achievement of supporting interpersonal/inter-group relations.

D Provide a mechanism to assess the Garrison Command Equal Opportunity (EO) Program.

1-6 **Policy**

A It is the policy of Garrison Command to provide an environment assuring equal opportunity and treatment to all soldiers and their families regardless of race, religion, color, national origin, or gender.

B The chain of command is the primary and preferred channel for correcting and/or eliminating discriminatory practices. The chain of command is primary for communicating equal opportunity matters and concerns. Service members may also utilize the following alternative agencies.

- (1) Higher echelon commander
- (2) Equal Opportunity Advisor
- (3) Inspector General
- (4) Chaplain
- (5) Provost Marshal
- (6) Medical Agency Personnel

- (7) Staff Judge Advocate
- (8) Housing office

C Equal opportunity activities are based on EO actions, which produce positive indicators to identify and correct existing, perceived or potential discrepancies and inequities upon this installation.

D Standards must be maintained at all levels commensurate with the missions of the Garrison Command. Standards will be established and maintained, dual or sub-standards for any soldier will not be tolerated. All commanders, directorates, and leaders will take appropriate action to provide supplemental training and education for individuals failing to meet the established standards.

1-7 **Responsibilities**

A Garrison Commander:

- command.
- (1) The Garrison Commander is the Equal Opportunity Officer for this
 - (2) Approve the Garrison Command Equal Opportunity Actions Plan.

B Garrison Staff:

- (1) Have staff responsibility for all EO matters falling within their areas of functional responsibility.
- (2) Have responsibility for appropriate EOAP goals and reports explained in Chapter 2 of this document.
- (3) Monitor subject areas for which they have control/supervision.

C Subordinate Commanders and Directors:

- (1) Adhere to the Garrison Command Equal Opportunity Action Plan.
- (2) Actively seek identification of detriments to EO.
- (3) Initiate actions to remove detriments to EO.
- (4) Ensure compliance with EO directives from higher headquarters.
- (5) Establish complaint policy and procedures. Publish policy statements in support of Equal Opportunity and the prevention of discrimination, sexual harassment and improper relationships.

(6) Ensure all policies are displayed in an area where all soldiers can read them.

(7) Ensure all unit personnel know complaint procedures and their Equal Opportunity Representative.

(8) Ensure all subordinate units conduct quarterly EO training; report EO training on quarterly training briefs IAW AR 600-20. At least two quarters will incorporate Prevention of Sexual Harassment (POSH) the other two quarters will consist of interactive training, small group, and discussion based (Consideration of Others). I.A.W. AR 600-20, 6-15

(9) Ensure newly assigned personnel attend post level Prevention of Sexual Harassment class within 30 days of arrival. Training is each Tuesday, located in building 315, room 227.

D Garrison Command Equal Opportunity Advisor:

(1) Have general staff responsibility for all plans, policies, and programs pertaining to the Garrison Command Equal Opportunity Program.

(2) Act as the principal advisor to the Garrison Commander on Equal Opportunity issues and concerns.

(3) Implement Department of the Army, TRADOC, Fort Leonard Wood, and Garrison EO policies, programs, and procedures.

(4) Conduct Staff Assisted visits with subordinate commands.

(5) Assist with inspections of subordinate units as part of the Organizational Inspection Program (OIP).

(6) Develop, coordinate, and monitor the implementation of the EOAP for Garrison Command.

(7) Analyze goal assessment and recommend revisions where appropriate.

(8) Coordinate, assist, and support the Battalion level EORs in the implementation of the EO program.

E Equal Opportunity Representatives:

(1) Act as advisor to Commanders and Directors on Equal Opportunity issues.

(2) Ensure unit Equal Opportunity board and continuity books are maintained with current and relevant; Policies, records of training, and sign-in rosters.

(4) Submit required reports to Battalion EOR.

(5) Conduct unit training as required. AR 600-15

(6) Ensure that all complaints are handled IAW established policies outlined below.

A DOD Directive 1350.2, the Department of Defense Equal Opportunity Program, 1995.

B AR 600-20, Army Command Policy, 7 June 2006

C AR 210-50, Army Housing Referral Service Program, 2005

D DA Pam 600-26, the Department of the Army Affirmative Action Plan, 1999

E. TRADOC Reg. 600-11, TRADOC Affirmative Action Plan, 2005

F MANSCEN & Fort Leonard Wood Equal Opportunity Action Plan, 2006

CHAPTER 2

ASSESSMENT AND REPORTING

2-1 **Measurement** Measurement is an essential element of EO action management and will be used in all areas that have quantifiable and attainable goals. The actual results obtained will be compared to the EO actions goals. Measurement provides a basis to illustrate trends, highlight differences, or identify discrepancies. Data collection provides decision makers with the management tool to, highlight progress, identify problem areas, and form a cornerstone to enhance communication. Commanders, staff and all levels of leadership must be aware of social attitudes, perceptions, personal experiences and judgment in assessing EO progress and identifying problems.

A Staff proponents will use the Representation Index as a measurement technique in this EOAP. A condensed explanation of this technique is appendix D.

B Other assessment tools.

(1) Subjective assessment. Subjective assessment includes, but is not limited to, interpretation of serious incident reports, inspector general reports, volume and nature of congressional complaints, staff assistance visits, perceptual surveys, and feedback received during EO training seminars.

(2) Other measurement tools. These include, but are not limited to, other assessment tools in use or being designed and information generated from contractual research efforts (i.e. surveys).

2-2 **Reporting Requirements.**

A Each Battalion within Garrison Command will collect and tabulate the following data by race and ethnic category (REDCAT) and gender:

- (1) Awards: AAM, ARCOM, MSM for achievements, service and retirement.
- (2) Unit Demographics: All permanent party officers, warrant officers, and enlisted soldiers.
- (3) Officer Commissioning Programs: Demographics of personnel competing for and receiving acceptance into OCS, USAMAPS, USMA, Green to Gold, and ROTC.
- (4) Military Justice: Summary, Special, General court martial, Summary, Company, and Field Grade Article 15s.
- (5) Professional Military Education: Report demographics of soldiers released

because of failure to meet course requirements.

- (6) EO program staffing: Demographics of unit level EORs.
- (7) EO Complaints: Formal complaints will be forwarded to Garrison EOA. Informal complaints will be verbally reported.
- (8) Entry Level Separations: All entry-level separations and discharges.
- (9) Promotions: Eligible primary and secondary zone soldiers for E5 and E6.
- (10) Retention: Permanent party reenlistment and separations.
- (11) Promotions: Eligible primary and secondary zone soldiers for E5 and E6.
- (12) FLW Regulation 350-12 Violations: Report demographics of all 350-12 violations.

B Reporting:

- (1) Subordinate units, detachments, directorates, and staff offices will submit reports to their respective Battalion S-1 at the end of each month/quarter. Information will be compiled by the Battalion EOR and sent to the Garrison Equal Opportunity office.
- (2) Statistical analysis and consolidation of reports will be performed by the Garrison Equal Opportunity Advisor (EOA). Monthly reports will be submitted by the 1st of the month following the end of the reporting period.

Quarterly reports will be reported by the 5th of the month following the end of the quarter on the enclosed EOAP reporting spreadsheets. This data will be forwarded to the Installation Equal Opportunity office by the 15th of the month of every quarter.

- (3) The Garrison Command EO Panel/Council composed of the Garrison CDR, XO, CSM, Battalion Commanders, CSMs, Garrison EOA, and Battalion EOR's. Panel members will meet quarterly to discuss trends, areas of concern, and corrective actions. This meeting will normally occur during the second month of each quarter, after the unit reports have been consolidated.

C Proponents. Proponents have the responsibility for EOAP goals in their functional areas. This responsibility includes:

- (1) Determining whether the EOAP goal has been achieved.
- (2) Provide reasons why a goal was not achieved.
- (3) Action planned to achieve and/or modify goals.

CHAPTER 3

EQUAL OPPORTUNITY ACTION PLANS

3-1 **General** This chapter contains the Garrison Command Equal Opportunity Action Plan (EOAP) goals.

3-2 **Format.** An explanation of the format elements contained in the EOAP is as follows:

A Goal. This is a statement of intent on the part of the commander and represents a desired effect to be attained with the accomplishment of supporting objectives/milestones.

B Background. The background is a description of a situation that has been identified as a condition or method of operation within the scope of a specific organization or staff that is not totally supportive of higher headquarters policy, or that the continued existence of such conditions and policies does not ensure the unbiased, equal treatment, and equal opportunity of all people. The background should reflect facts and, if available, statistical data.

C Objectives/milestones.

(1) Objectives/milestones are arranged in a timetable format to facilitate management effort. They are not ceilings, nor are they base figures that are to be reached at the expense of requisite qualifications. In EO actions efforts, objectives/milestones are not quotas.

(2) Goals should be realistic and attainable with "good faith" effort, time-phased, measurable and within the span of control or responsibility of the commander who will sign the EOAP.

(3) Objectives/milestones development responsibilities and accountability for EO actions and goals will be with the command or staff agency's functional manager or proponents with the resources and authority to control or influence the outcome of specific EO actions.

D Timetable and reporting schedule. Timetable and reporting schedule will be used in conjunction with primary management tools for the EOAP reports.

The timetable and reporting schedule may use fiscal year or calendar year requirements for its timetable. The reporting schedule may be expressed in quarters or in specific day, month, and year (most desirable). Higher headquarters dates are suspense dates to subordinates.

E Proponent. The proponent block must reflect a specific agency designated for each EOAP goal. That agency must logically have the inherent responsibility for that goal as desired in applicable directive

3-3 **Equal Opportunity Action Goals** The Equal Opportunity Action Goals for each subject

INDEX OF EQUAL OPPORTUNITY ACTION GOALS

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SUBJECT UNIT DEMOGRAPHIC PROFILE

NUMBER 01

GOAL Report the composition of permanent party officers, warrant officers, and enlisted soldiers (by grade, REDCAT, and gender).

BACKGROUND Department of the Army and TRADOC Equal Opportunity Action Plans.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

1. Determine and report the composition of the battalion by rank, Racial Ethnic Designation Category (REDCAT), and gender.		QUARTERLY
2. Evaluate and report data during the AAPP.		QUARTERLY
3. Include statistical analysis in Quarterly Narrative and Statistical Report (QNSR).		QUARTERLY

PROPONENT BATTALION S-1, AND MILITARY PERSONNEL OFFICE (MILPO)

SUBJECT OFFICER COMMISSIONING PROGRAMS; OFFICER CANDIDATE SCHOOL (OCS) AND U.S. MILITARY ACADEMY PREPARATORY SCHOOL (USAMAPS)

NUMBER 02

GOAL To ensure all qualified individuals are encouraged to apply and are considered for acceptance without regard to race or gender.

BACKGROUND DA PAM 600-26

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

1. Encourage qualified soldiers to apply for officer commissioning programs.		PERIODICALLY
2. Personnel strength management reports applications for OCS and USAMAPS by race and gender to EO office.		QUARTERLY
3. EO office compiles all information for statistical report to the Installation EO office.		QUARTERLY

PROPONENT: PERSONNEL STRENGTH MANAGEMENT AND EO OFFICE

SUBJECT: MILITARY JUSTICE

NUMBER 03

GOAL Report and evaluate judicial and no judicial punishment data for disproportionate representation by race, ethnic group, or gender. Work toward ensuring that all soldiers are treated equitably.

BACKGROUND Non judicial punishment may be imposed to correct, educate, and reform offenders who the imposing commander determines cannot benefit from less stringent measures.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

1. Review and assemble reports of judicial and non-judicial punishment submitted by units.		QUARTERLY
2. Compare the number of non-judicial punishments with the expected numbers based upon representation in the installation population of persons of various racial and ethnic groups and both genders.		QUARTERLY
3. Report data to assess overall representation of the installation in four separate graph and tabular formats. a. Trainee summarized and company grade non-judicial punishment. b. Trainee field grade nonjudicial punishment. c. Permanent party summarized and company grade non-judicial punishment. d. Permanent party field grade non- judicial punishment. e. Trainee and permanent party judicial punishment.		QUARTERLY

PROPONENT: BATTALION S-1, BATTALION LEGAL CLERK, and STAFF JUDGE ADVOCATE (SJA)

SUBJECT: PROFESSIONAL MILITARY EDUCATION

NUMBER: 04

GOAL Ensure that academic policies and special recognition awards are applied equitably among all students.

BACKGROUND To ensure academic policies and awards are not inappropriately influenced by REDCAT, gender, religion, or national origin.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

1. Review and assemble data of professional development courses for separations and awards.		QUARTERLY
2. Report Student demographic profile by course		QUARTERLY
3. Evaluate data for significant disproportionate representation.		AS NEEDED

PROPONENT: BATTALION S-3 and MANSCEN EOA

SUBJECT: EQUAL OPPORTUNITY PROGRAM STAFFING

NUMBER: 05

GOAL Ensure that each company and battalion size unit, to include staff directorates, has a trained Equal Opportunity Representative (EOR). EORs will have successfully completed a 120-hour EORC consisting of 40 hours of Consideration of others training.

BACKGROUND The goal of the Army's EO program is to have commanders at all levels maintain a functional and effective program. It is essential that all company sized elements and larger, to include directorates with at least ten military personnel; have adequately trained personnel to assist commanders in promoting harmony and carrying out the EO program within their units or directorates.

The installation EO office will conduct an EORC quarterly to train SGT(P) through 1LT's; have one year remaining on current tour; and be interviewed and approved by the commander or supervisor. All units/directorates will be notified prior to each course with sufficient time to select qualified course participants.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

1. The Garrison EOA will assist the installation EO office when conducting EORC training.		QUARTERLY
2. All units/directorates will monitor themselves and send qualified personnel to quarterly EORC in order to maintain adequate staffing.		SUSTAIN
3. Maintain a list of all trained EORs. Report to Garrison EOA monthly, identifying any changes in EORs and training needs. All required information will be imputed into the EO Data Base.		QUARTERLY
4. Evaluate and report data for significant disproportionate representation according to Garrison demographics.		AS NEEDED
5. Report demographics of all Brigade/ Garrison EORs to the installation EO office.		QUARTERLY

PROPONENT: BATTALION EOR AND GARRISON EOA

SUBJECT: IMPLEMENTATION OF THE ARMY EQUAL OPPORTUNITY PROGRAM

NUMBER: 06

GOAL Ensure that no sexual harassment or discrimination exists because of race, religion, color, gender, or national origin.

BACKGROUND IAW AR 600-20, Chapter 6, commanders will ensure that soldiers are fully aware of procedures for obtaining redress of complaints including those against members of the chain of command.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

1. Ensure local unit programs are IAW AR 600-20 (7 June 2006)		QUARTERLY
2. Develop and maintain procedures for redress of EO complaints.		DAILY
3. Ensure that the procedures are in writing and posted in a location accessible to all soldiers. Example of approved unit boards can be located in building 315.		DAILY
4. Resolve complaints fairly and as quickly as possible at the lowest appropriate level.		DAILY
5. Report formal complaints, in writing to Garrison EOA and informal complaints verbally. EOA will review complaints IAW AR 600-20. Completed complaint packets will be maintained for 2 years		AS NEEDED

PROPONENT: BRIGADE EOA, BATTALION EOR

SUBJECT: ENTRY-LEVEL SEPARATIONS

NUMBER: 07

GOAL Ensure entry-level separation policies are applied equitably among ethnic, racial and gender groups.

BACKGROUND Entry level separations continue to be a concern.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

1. Monitor and report the demographic representation of entry-level separations in separate graph and tabular form.		QUARTERLY
2. Evaluate data for significant disproportionate representation.		QUARTERLY
3. Coordinate with concerned agencies with the intent to correct concern or validate current standards and programs.		AS NEEDED

PROPONENT: BATTALION S-1, AND MILITARY PERSONNEL OFFICE (MILPO)

SUBJECT: RETENTION

NUMBER: 08

GOAL Ensure that reenlistment and separation policies are applied equitably among all permanent party soldiers. Review data generated for disproportionate representation among all soldiers, regardless of race, ethnicity, or gender.

BACKGROUND To ensure reenlistment and separation policies are not inappropriately influenced by REDCAT, gender, religion, or national origin.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

1. Review and assemble data of permanent party reenlistment and separations.		QUARTERLY
2. Compare number of reenlistments and separations with expected numbers based upon representation in the installation population of persons of various racial and ethnic groups and both genders.		QUARTERLY
3. Report data to assess overall representation of the installation in separate graph and tabular formats.		QUARTERLY

PROPONENT: BRIGADE S-1, INSTALLATION RETENTION OFFICE

SUBJECT: PROMOTIONS

NUMBER: 09

GOAL Ensure that all eligible soldiers in both primary and secondary zones of consideration have an equal opportunity for promotion based on merit. Report and evaluate data for disproportionate representation among all soldiers, regardless of race, ethnicity, or gender.

BACKGROUND To ensure local promotion policies are not inappropriately influenced by REDCAT, gender, religion, or national origin. The perception among enlisted soldiers in these categories is that the consideration for promotion is based on REDCAT and gender not a measurable standard.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

1. Assemble and review demographic data of Specialists and Sergeants eligible for promotion.		QUARTERLY
2. Compare number of eligible soldiers to the number recommended for promotion in both primary and secondary zones of consideration.		QUARTERLY
3. Report data to assess overall representation of the eligible population in separate graph and tabular formats.		QUARTERLY

PROPONENT: BATTALION S-1, GARRISON COMPANY S-1

SUBJECT: AWARDS (AAM, ARCOM, MSM)

NUMBER: 10

GOAL Ensure that appropriate awards are given to soldiers based on merit and performance.

BACKGROUND Monitor the demographics of the soldiers receiving awards for each quarter to eliminate perceptual differences.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

1. Collect data and compare the number of awards, including interim awards, given to the demographics of the brigade in separate graph and tabular form.		QUARTERLY
2. Evaluate and report data for significant disproportionate representation according to brigade's demographics.		QUARTERLY

PROPONENT: BATTALION S-1, GARRISON COMPANY S-1

SUBJECT: FLW Reg 350-12 VIOLATIONS

NUMBER: 11

GOAL Report, identify and evaluate FLW Reg 350-12 violations for disproportionate representation among all, regardless of race, ethnicity, or gender.

BACKGROUND To ensure that FLW Reg 350-12 violations are investigated consistently among all racial and ethnic groups and between males and females.

TIMETABLE AND MILESTONES

OBJECTIVES/MILESTONES

1. Review and assemble reports of FLW Reg 350-6 violations.		QUARTERLY
2. Compare the number of FLW Reg 350-6 violations with the expected numbers based on demographics of the installation population.		QUARTERLY
3. Report data to assess overall representation of the installation in separate graph and tabular form.		QUARTERLY

PROPONENT: BRIGADE S-1, AND STAFF JUDGE ADVOCATE (SJA)

SUBJECT: EQUAL OPPORTUNITY IN OFF-POST HOUSING

NUMBER: 12

GOAL For all soldiers to be afforded Equal Opportunity in finding adequate off- post housing regardless of race or gender.

BACKGROUND A perception currently exists that minority soldiers should refrain from seeking housing or conducting business away from the Fort Leonard Wood/Waynesville community, particularly south of the installation. Commanders must assist housing officials to dispel this perception. Then all available off-post housing in the area will be suitable to all soldiers and their families at Fort Leonard Wood.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

1. Monitor communities for possible red-zoning and/or discrimination.		DAILY
2. Report all complaints and discrepancies.		AS NEEDED
3. Conduct random evaluation in local communities		AS NEEDED

PROPONENT: DEH, HOUSING REFERRAL OFFICE, EOP

SUBJECT: DEMOGRAPHICS OF EQUAL OPPORTUNITY REPRESENTATIVES (EOR)

NUMBER: 13

GOAL: Obtain accurate demographic data pertaining to all current EOR's. Ensuring that appropriate assignments and selection criteria, are being met throughout Garrison command.

BACKGROUND: Ensure, Garrison command units are in compliance with AR 600-20 (June 2006) There has been a noticeable trend in EORC training. This trend has highlighted that many minorities are being selected for training and additional duty as unit EOR's.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES AND MILESTONES

1. Review unit demographics within unit. Assign EOR's relative to unit population.		AS NEEDED
2. Submit changes and forecast to Garrison/ MANSCEN EOA		QTRLY
3. Commanders must interview all candidates prior to assignment as unit EOR		AS NEEDED

PROPONENT: UNIT COMMANDERS, S-1

SUBJECT: RELUCTANCE TO ADDRESS EO / OR SEXUAL HARASSMENT

NUMBER 14

GOAL: Ensure that each service member, DOD civilian and family member assigned to Garrison command knows and understands their rights regarding, reprisal, and the complaint process. Service members must have genuine confidence in the chain of command to address and prevent such inappropriate acts.

BACKGROUND: Sensing session's results have demonstrated that a portion of assigned personnel stated that they would not report Equal Opportunity violations or sexually harassing behavior. This has been confirmed by random interviews throughout Garrison and FLW. There is a perception among subordinates that Leaders do not attend EO related training events, thus supporting reluctance to address discrimination.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/ MILESTONES

1. Rand asses unit climate		AS NEEDED
2. Unit leaders must take ownership of the EO program and ensure that trust and confidence are evident to all service members, civilians and family members.		AS NEEDED
3. Commanders and other leaders must attend and be part of unit training events. AR 600-20, 6-15		QTRLY/ AS NEEDED
4. Educate leaders and subordinates on impacts of not reporting discrimination will have on unit readiness		AS NEEDED

PROPONENT: LEADERS AT ALL LEVELS, EOA, EOR

SUBJECT: SUPPORTING NATIONALLY RECOGNIZED OBSERVANCES

NUMBER: 15

GOAL: Commanders will form a standing committee to plan cultural observances. Members of the committee may include EOA, MWR, PAO, club managers, unit chaplains, DOD civilians, resource management personnel, DOD dependant school representatives and other individuals as necessary. Commanders will encourage maximum use of recreational facilities, to include post library, recreation centers, theatres, etc. Observances are conducted to enhance cross- culture awareness among all Service members, civilian employees and their families.

BACKGROUND: Ensure that commanders at all levels support and encourage maximum participation. Commanders and leaders must encourage EOR's and subordinates take part in all aspects of planning, execution and participation of events. Attendance should not be limited to anyone. These events are to inform, educate and build esprit within all units.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVE AND MILESTONES

1. Commanders stress the importance of all aspects of observances		AS NEEDED
2. Garrison units should support the EOP by participating in planning and execution of observances.		AS NEEDED

SPECIAL OBSERVANCE TIMETABLE

Observance	Dates	Unit Sponsor FY 07
Martin Luther King Birthday	January 3 rd Monday	1 st Engineer Brigade
African American/Black History Month	February 1-28/29	3 rd Chemical Brigade
Women's History Month	March 1-31	14 th MP Brigade
Days of Remembrance "Victims of the Holocaust"	April/May (Sunday to Sunday for the week incorporating Yom Hashoah	Garrison Command
National Asian Pacific Heritage Month	May 1-31	3 rd BCT
Women's Equality Day	August 26	3 rd Chemical Brigade
National Hispanic Heritage Month	Sept 15/ Oct 15	1 st Engineer Brigade
National Native American Heritage Month	November 1-30	14 th MP Brigade

APPENDIX A

REPRESENTATION INDEX (RI)

The representation index can be used to measure changes in what happens to individuals as a result of normal functions of the system. It can be used to identify and provide valuable insights of institutional practices, which are operating to the disadvantage of a particular group of people. The RI does not determine causes nor does it imply any intent to discriminate; rather, the RI measures the effects of what is or what has occurred. Its value lies in that it may be used to isolate particular areas that require closer examination.

Calculation. RI's are derived from a comparison of the actual number and the expected number of people in a particular situation, i.e., those being selected, promoted, assigned, etc. The following formula is used to develop the RI:

Representation Index = $\frac{\text{Actual Number}}{\text{Expected Number}} \times 100 - 100 = \% \text{ over or under representation.}$

Example. The following results of a hypothetical promotion selection board illustrate how the RI is used:

AWARDS (Males)

	Considered Eligible	Selected	Selection Rate
White	750	425	56.7%
Black	(b) 160	(f) 60	37.5%
Hispanic	60	10	16.7%
Asian	30	5	16.7%
Other/Unknown	0	0	
Total	(a) 1000	(d) 500	50.0%

From this source data, the RI can be computed by following the procedure outlined below:

Step 1: Find the total number of soldiers considered eligible. (a) 1000

Step 2: Find total number of group (i.e., black males) eligible. (b) 160

Step 3: Determine the expected percentage = $b/a = 160/1000 =$ (c) 16%

Step 4: Total number selected = (d) 500

Step 5: Expected number of black males = $c \times d = .16 \times 500 =$ (e) 80

Step 6: Actual number of blacks selected = (f) 60

Step 7: Representation Index = $(f / e \times 100) - 100 = (60/80 \times 100) - 100 = -25\%$

Step 8: Actual number over/under-represented (higher # - lower #) 20

The resultant percentage means that blacks are under-represented in this selection by **25% (20 black males)**.

The percentage does not say anything about what caused the difference. Data from different points in time need to be collected and analyzed in order to discern trends and arrive at conclusions regarding institutional discrimination. The long-term goal is to arrive at that point where the RI approaches zero.

The RI would have been zero, for example, if the selection rate for blacks had been 80. But, through chance alone, the RI will usually fall on either side of the baseline (over/under). High values (+ or -) at different data points usually highlight problem areas, which should be scrutinized by commanders, staff, and managers.

APPENDIX B

REPORTING REQUIREMENT FOR THE AAP PANEL

The following list contains the reporting requirements and responsible proponent for data utilized during the Affirmative Actions Panel and TRADOC statistical analysis report. Information will be compiled at the MANSCEN and FLW EO office and required data will be sent to TRADOC.

STAFF	SUBJECT	REPORT	
BN S-1	Unit personnel strengths population by gender. Race and ethnic Company Commanders CSM 1SG OCS USAMAPS	YES QUARTERLY	TRADOC REQ.
RETENTION OFFICE	Reenlistment First Term Mid-term Careerist Barred	YES QUARTERLY	TRADOC REQ.
BN S-1 BN PROMOTIO N CLERK	Promotions (Excluding those on standing lists) E4 to E5 (primary & secondary zone) E5 to E6 (primary & secondary zone)	YES QUARTERLY	TRADOC Req.
BDE S-1 BN AWARDS CLERK	Awards (AAM, ARCOM, MSM)	YES QUARTERLY	TRADOC REQ.
BN S-1/ BN LEGAL CLEARK	Military Justice Judicial Punishment Nonjudicial Punishment	YES QUARTERLY	TRADOC REQ.
DEH (HRO)	Off Post Housing	YES ANNUALLY	TRADOC REQ.

STAFF	SUBJECT	REPORT	
BDE S-3	<p>Equal Opportunity Representatives</p> <p>All units/directorates monitor their units/sections and submit names for attendance of EORC.</p> <p>Maintain 100% level of trained EORs.</p>	<p>YES QUARTERLY</p> <p>SUSTAIN</p> <p>SUSTAIN</p>	<p>POST REQ.</p>
BDE EOA	<p>Complaints</p> <p>Results of formal complaints will be forwarded to Post EO office.</p> <p>Informal complaints will be handled at the lowest command level possible.</p> <p>All complaints will be resolved in a timely manner.</p> <p>Informal complaints will be verbally reported to the Bde EOA.</p>	<p>YES MONTHLY</p>	<p>TRADOC REQ.</p>

APPENDIX C

COMPLAINT PROCESSING CHECKLIST COMMANDERS/DIRECTORS

This checklist outlines the steps required in processing complaints of illegal discrimination based on race, color, religion, gender, national origin, or sexual harassment.

STEP ACTION BY DESCRIPTION OF ACTION

1.	CDR/EOA	Receives complaint.
2.	EOA	Determines if the complainant has contacted the chain of command.
3.	CDR/EOA	Advise the complainant of his/her rights and responsibilities.
4.	CDR	Ensures complainant has been sworn to the complaint (Block 9a, DA Form 7279). Report all formal complaints within 72 hours to the first General Courts-Martial Convening Authority.
5.	CDR/EOA	Refer individual to the appropriate commander. Three calendar days to suggest courses of action.
6.	CDR/EOA	Inform the complainant's immediate commander that you have talked to the individual and have referred him/her back to the appropriate commander.
7.	CDR	Arrange an appointment with complainant and discuss allegation and courses of action.
8.	CDR	Conduct an inquiry or investigation to allegation/complaint. EOR will not conduct inquiries or investigations.
9.	EOA	EOA reviews the findings.
10.	SJA	Admin law reviews the findings.
11.	CDR	Take the following action if the allegation is substantiated and is within the commander's jurisdiction.
		Actions for formal complaint:

		a. Provide written feedback to the complainant.
		b. Based on findings, take appropriate action.
		c. Annotate actions taken (or to be taken) on DA Form 7279, Part III. Specific action taken against the perpetrator will not be annotated.
12.	CDR	a. Informal complaint process is not restricted to specific timelines.
		b. Refer to higher commander or staff section for resolution.
13.	CDR	Take the following action if allegation is substantiated and is outside immediate commander's jurisdiction:
		a. Refer individual to the appropriate commander.
		b. Inform complainant that allegation cannot be solved at current level and what disposition is planned.
		c. Monitor disposition and keep complainant informed.
		d. Inform complainant of the courses of action.
14.	EOA	e. Conduct a follow-up assessment, for both substantiated and unsubstantiated complaints, 30-45 days after final decision.

APPENDIX D UNIT PROFILE

UNIT _____

AS OF _____

	WF	BM	BF	HM	HF	NM	NF	AM	AF	OM	OF
GO											
COL											
LTC											
MAJ											
CPT											
1LT											
2LT											
Total MPC											
WO4											
WO3											
WO2											
WO1											
Total MPC											
E9											
E8											
E7											
E6											
E5											
E4											
E3											
E2											
E1											
Total MPC											
IET Population											

PROMOTIONS

MALES

PZ E4 – E5	WM	BM	HM	NM	AM	OM	TOTAL
Eligible							
Boarded							
PZ E5-E6							
Eligible							
Boarded							

FEMALES

PZ E4 – E5	WF	BF	HF	NF	AF	OF	TOTAL
Eligible							
Boarded							
PZ E5-E6							
Eligible							
Boarded							

MALES

SZ E4 – E5	WM	BM	HM	NM	AM	OM	TOTAL
Eligible							
Boarded							
SZ E5-E6							
Eligible							
Boarded							

FEMALES

SZ E4 – E5	WF	BF	HF	NF	AF	OF	TOTAL
Eligible							
Boarded							
SZ E5-E6							
Eligible							
Boarded							

- Report only soldiers fully qualified for promotion, i.e. is not flagged or barred from reenlistment.

UCMJ

PP MALE UCMJ	W	B	H	N	A	O	TOTAL
(SUM)							
(CO)							
(FLD)							
TOTAL							

PP FEMALE UCMJ	W	B	H	N	A	O	TOTAL
(SUM)							
(CO)							
(FLD)							
TOTAL							

IET MALE UCMJ	W	B	H	N	A	O	TOTAL
(SUM)							
(CO)							
(FLD)							
TOTAL							

IET FEMALE UCMJ	W	B	H	N	A	O	TOTAL
(SUM)							
(CO)							
(FLD)							
TOTAL							

PERMANENT PARTY SEPARATIONS

PP MALE

	WM	BM	HM	NM	AM	OM	TOTAL
Chapter 6							
Chapter 9							
Chapter 10							
Chapter 13							
Chapter 14							
Chapter 15							
Chapter 16							
Chapter 18							
TOTALS							

PP FEMALES

	WF	BF	HF	NF	AF	OF	TOTAL
Chapter 6							
Chapter 8							
Chapter 9							
Chapter 10							
Chapter 13							
Chapter 14							
Chapter 15							
Chapter 16							
Chapter 18							
TOTALS							

IET SEPARATIONS

ELS	IET MALE						
CHAPTER TYPE	WM	BM	HM	NM	AM	OM	TOTAL
APFT (1)							
BRM (2)							
ECOT (3)							
ACADEMIC FAILURE (4)							
LACK OF MOTIVATION (5)							
EMOTIONAL (6)							
SOCIOLOGICAL (7)							
FAILURE TO ADAPT (9)							
TOTALS							

ELS	IET FEMALE						
CHAPTER TYPE	WF	BF	HF	NF	AF	OF	TOTAL
APFT (1)							
BRM (2)							
ECOT (3)							
ACADEMIC FAILURE (4)							
LACK OF MOTIVATION (5)							
EMOTIONAL (6)							
SOCIOLOGICAL (7)							
PREGNANCY (8)							
FAILURE TO ADAPT (9)							
TOTALS							

EPTS**IET MALE**

CHAPTER TYPE	WM	BM	HM	NM	AM	OM	TOTAL
UPPER EXTREMITY (1)							
LOWER EXTREMITY (2)							
ASTHMA/DYSPENSA (3)							
OTHER (4)							
MENTAL (5)							
BEE STINGS (6)							
EYES (7)							
BACK (9)							
TOTALS							

EPTS**IET FEMALE**

CHAPTER TYPE	WF	BF	HF	NF	AF	OF	TOTAL
UPPER EXTREMITY (1)							
LOWER EXTREMITY (2)							
ASTHMA/DYSPENSA (3)							
OTHER (4)							
MENTAL (5)							
BEE STINGS (6)							
EYES (7)							
PREGNANCY (8)							
BACK (9)							
TOTALS							

Other		IET MALE					
CHAPTER TYPE	WM	BM	HM	NM	AM	OM	TOTAL
Chapter 6							
Chapter 7							
Chapter 9							
Chapter 10							
Chapter 13							
Chapter 14							
Chapter 15							
Chapter 16							
TOTALS							

Other		IET FEMALE					
CHAPTER TYPE	WF	BF	HF	NF	AF	OF	TOTAL
Chapter 6							
Chapter 7							
Chapter 8							
Chapter 9							
Chapter 10							
Chapter 13							
Chapter 14							
Chapter 15							
Chapter 16							
TOTALS							

AWARDS

MALE AWARD POPULATION

AAM	WM	BM	HM	NM	AM	OM	TOTAL
ACHIEVEMENT							
SERVICE							
RETIREMENT							
TOTALS							

FEMALE AWARD POPULATION

AAM	WF	BF	HF	NF	AF	OF	TOTAL
ACHIEVEMENT							
SERVICE							
RETIREMENT							
TOTALS							

MALE AWARD POPULATION

ARCOM	WM	BM	HM	NM	AM	OM	TOTAL
ACHIEVEMENT							
SERVICE							
RETIREMENT							
TOTALS							

FEMALE AWARD POPULATION

ARCOM	WF	BF	HF	NF	AF	OF	TOTAL
ACHIEVEMENT							
SERVICE							
RETIREMENT							
TOTALS							

MALE AWARD POPULATION

MSM	WM	BM	HM	NM	AM	OM	TOTAL
ACHIEVEMENT							
SERVICE							
RETIREMENT							
TOTALS							

FEMALE AWARD POPULATION

MSM	WF	BF	HF	NF	AF	OF	TOTAL
ACHIEVEMENT							
SERVICE							
RETIREMENT							
TOTALS							

APPENDIX E

UNIT EQUAL OPPORTUNITY BOARDS

All units under Garrison Command will maintain an Equal Opportunity board. Unit EO boards will be located where it is visible and unlocked to all unit personnel. EO boards will have a sign across the top with the following; EQUAL OPPORTUNITY BOARD. These boards are inspectable items in the Organizational Inspection program. Units will post the following on each Equal Opportunity Bulletin board. The MANSCEN and FLW EO office has provided a display located on the first floor of Building 315.

1. Post level policies: Open Door, Equal Opportunity, Sexual Harassment, and Equal Opportunity Complaint Procedures.
2. Garrison Command: Open Door, Equal Opportunity, Sexual Harassment, and Equal Opportunity Complaint Procedures.
3. Battalion/ Directorates: Open Door, Equal Opportunity, Sexual Harassment, and Equal Opportunity Complaint Procedures.
4. Companies: Open Door, Equal Opportunity, Sexual Harassment, and Equal Opportunity Complaint Procedures.
5. Current Equal Opportunity and Equal Employment Opportunity Posters.
6. Complaint Procedures Flow Chart.
7. Off-Limits Areas.
8. Unit EOR picture and POC information (Co, Bn).
9. Upcoming Special Events or Observance information
10. MANSCEN & FLW Newsletters